CHAPTER-II

REVIEW OF LITERATURE
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2.1 INTRODUCTION

Career Development and Life Changes has become the most challenging task faced by working women, irrespective of their socio-economic status. There are various studies focused on this issue, exploring its significance and resolution. In India, it has much more significance because of socio-cultural reasons.

Vondracek (1995)\(^1\) in their study states that nevertheless, both junior and senior executives were not truly satisfied with the job characteristics, possibly because the content of the work itself was routine and lacking in creativity and autonomy. To make the job more interesting and challenging, lateral posting, which occurs every three years, functions to enhance career identity for the public sector. Career development requires a long-term fit between individual and organization, as well as moving an individual from a beginning to an advanced level of work in an organization, or in a succession of jobs in which training becomes important for fostering new career identities. Greater exposure to the public service enabled them to develop themselves personally and in their job.

Koonce (1995)\(^2\) says, in today's workplace environment the employee can no longer depend on his employer to plan and develop his career. He reasons that: the organization of today is often decentralized, in a continuous state of change, and is a learning environment; therefore the individual must be responsible to maintain and upgrade an inventory of marketable skills. The first step is to develop the career plan based on interests, abilities, and passions. The next step is to streamline the career plan with the career management program of the corporation. The strength of this plan can be measured for the individual and the organization by looking at the outcomes.


Baatz (1995) looked at the influence of people such as Ellen Knapp, vice-chairman of technology at Coopers & Lybrand; Mary Cirillo, senior vice-president for global finance operations and technology at Citicorp; and Patricia M. Wallington, vice-president and chief information officer for Xerox Corporation on their respective organizations. These women speak in language that demonstrates their values. Phrases such as "working in teams", "collaboration", "strategic planning" and "marketing and communication" are used by them liberally. Everyone should see their mission as harnessing the knowledge base of others. To achieve this, they need to work collaboratively and to bring together multi-disciplinary skills.

Melamed (1995) suggests, women's satisfaction is obtained through favorable features of organizational and occupational opportunity structure. It appeared that they were more single-minded in their career pursuit. These women expressed a continuous interest in aspiring to higher positions within public sector hierarchies as well as in achieving intrinsic rewards. Their presumption was that the longer a person's experience with the government, the more valuable they might be.

Morgan (1996) notes, mechanistic systems tend to be somewhat less demanding on the individual personality. Due to the high degree of bureaucratization in the public sector, the highly structured work environment, and the risk-averse nature of many jobs, it is not surprising that the respondents perceived themselves in terms of what was, descriptively, low career resilience. Several of the subjects reflected on similar themes: "The private sector is not a place for me - it is too competitive, with too much pressure. Lots of compromises have to be made. Morgan particularly enjoy the promotion prospects and seniority-based rewards."

Career resilience relates to risk taking and tolerance of ambiguity. One-third of them implied that the job-nature and working environment in the government sector fitted their personalities better, as they were not risk-takers and aggressive.

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Garavan (1996) discussed, strategic approaches to training and career development with considerable regularity in the HRD literature. Garavan, refers to the literature on the relationship between organizational commitment and career issues and the need to manage the career of an employee in a strategic fashion. Career theorists have to date tended to focus their attention on two approach. Either: the organizational approach; which views careers as a structural issue, the individualistic approach to careers; which generally takes the view that career advancement is a function of background, education, ability, job experience, ambition, timing, etc. Research shows that community ties, such as relatives and friends living in the same geographical area, have a negative impact on employee mobility.

The principal non-work reason given by employees for refusing job moves is the potentially disruptive effect on spouses and other family dependants. Another influence affecting employee attitudes towards promotion is the growing number of dual-earner or dual-career couples in the labor market. The effects of dual careers on mobility, found that transfer and relocations were the main problems for both two-career couples and for companies. The financial independence of the dual-earners lessened the motivation to relocate, particularly if the spouse had to forgo his/her career to accommodate the move.

Edwards (1996) states that restructuring the public sector to be more like the private sector in response to a rapidly changing environment has profound, and often negative, consequences for women's career development. The changing scene of the Hong Kong government office will certainly have an impact on career motivation, particularly in career resilience, among young female executives.

Eisenhart (1996) opines that, career identity represents the degree to which one's career is central to one's identity. Young graduates appeared ambiguous to their career identity.

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They had no positive views of what they wanted to do by the time they entered public sector employment after graduating. For instance, three of them indicated that at the point of joining the public sector they treated the job as a temporary one; the motive being to earn money for overseas studies.

Perhaps, it is not surprising to find that more than 80 per cent of the women indicated that their basic drive was the lure of predictable career paths within large bureaucratic systems. In this respect, except for a few employees at the junior entry level, the job was seen as a life-long career. In part, young women may purposely choose work in fields dominated by women because they feel more confident that they can find a job, keep it, and feel safe and appreciated in it.

**Farmer (1997)**\(^9\) opines that for the majority of married women, it is their marital status that defines who they are and what they aspire to be. Married women maybe resistant to the attempts to heighten their career identity and are more favorably disposed toward having occupational commitment for what they presently do.

**Grzeda (1997)**\(^10\) highlights that, career motivation is not a stable orientation. It seems that job characteristics and organizational practices have strong implications for career motivation. For the work itself, lateral postings play a crucial role in heightening career identity. The implication for the bureaucracy is that the job context should be perceived as an integral part of career development opportunities. Career resilience is positively and significantly related to job creativity and autonomy. This suggests that the government may need to redesign jobs to enrich their motivating characteristics.

**Gordon (1998)**\(^11\) shows that mid-career women possess a remarkable source of professional skills and relationships that may be difficult to replace at the workplace.


Apart from focusing on family, self, and society, these women also have a need for career achievement and have struggled to have both professional success and a family.

Galinsky (1998)\textsuperscript{12} found that in the US, having a larger proportion of top executive positions filled by women is associated with greater provision of work-life balance policies. They also found that companies with a larger proportion of women in their workforce were more likely to invest in policies such as job sharing, part-time work, flexible time off policies and childcare. Companies were more likely to invest in costly options such as paid parental leave when women constituted a smaller proportion of the workforce. Given the proportion of sole female parents in New Zealand, in female-dominated industries or workplaces there may be increased benefits to employers of assisting with work-life balance.

Van Brussel (1998)\textsuperscript{13} in his article reveals that Canada is reporting a severe human resources shortage of people with software skills. In Canada, women are said to be under-represented in the IT industry at a rate of 30% among software workers compared to 56% in white-collar jobs in other industries. In sum, the statistics do not bear out the initial optimism shown regarding women's participation in the field of IT.

Atkinson (1998)\textsuperscript{14} says that the autobiographical approach can help a woman manager to make sense of her previous career, to reconstruct it, and open up new opportunities and add a sense of meaningfulness into her life. A successful autobiographical career construction process empowers the woman manager to be heard, recognized, and acknowledged - it makes explicit the implicit, gives form to the unformed. The act of creating her own career autobiography can help her to clarify or reinterpret what was perhaps unclear or undefined before the counseling process. The process can also make her more aware of the socially constructed constraints and resources inherent in her career autobiography.


\textsuperscript{13} Van BrusselC, “Software Skills in Crisis”, study cosponsored by the Canadian Information Processing Society and the Canadian Advanced Technology Association, Canada,1998.

Sullivan (1999)\textsuperscript{15} states that traditionally, careers have been oriented externally to the person, emphasizing vertical progression through positions carrying increasing responsibility, status and rewards defined by the organization. More recently, careers are thought to be more internally-oriented, flexible and mobile, with goals defined by individual workers.

Colwill (1999)\textsuperscript{16} sees that controversy surrounds the study of the way that traditional female values affect women at work. Yet, the culture of the majority of organizations is predominantly male and women who have been working their way through these organizations are often aware of the differences created by the fact that they are women working in male cultures.

They have few role-models and many women are still searching for appropriate expressions of behavior and values in organizations. But the values of Australian organizations may be changing in the future; changing in ways that will take advantage of the blend of male and female values. In this changing environment, new approaches are required.

To develop new approaches, the values of the past must be challenged. Much of that challenge is coming from successful women information technology professionals.

DeFrank (2000)\textsuperscript{17} states that the dual responsibilities of work and family and their conflicts need to be better balanced in both work and family demand. Social support provides the moderator factor to balancing the stress of international business travel successful. They were asked to recall the experiences and opinions during the week prior to their trip, the on-trips that were abroad, and the post-trip a few days after their return.


This research find that social support may be an important coping mechanism against the strain from work-family conflict and through its impact on perceived stressors and suggests individuals develop strong social support resource and networks at work and at home. This connection will have function as actually perceive lower stress from company and family life. Most researchers who have examined the nature of business trips regard them as a source of stress to business travelers.

McGregor (2000)\textsuperscript{18} in his article presents two models of mentoring. The traditional view of mentoring is facilitated mentoring where the more experienced person (mentor) acts as a role model for the less experienced person (mentee). A case study from the Department of Justice is used to highlight this facilitated mentoring approach. Another approach is guided learning. A more experienced co-worker uses guided learning to teach a less experienced worker new skills. A further case study is presented to demonstrate the use of guided learning. Mentoring relationship occurs informally in organizations and has more time to build career development and psychosocial functions.

Konrad (2000)\textsuperscript{19} research in the United States found that firms with a greater percentage of female employees were more likely to have more extensive work-life balance policies. Of the firms employing higher numbers of women, they found higher productivity levels in those firms that had a greater number of work-life balance policies. This finding counters “adverse selection theory”. Adverse selection theory claims that firms with more attractive policies will attract individuals who have greater need for those policies.

Burke (2000)\textsuperscript{20} concentrated on the structural forces at work within organizations has a life-long effect on women’s’ professional careers. One measure of women’s’ underrepresentation at the top is board membership.


In general, researchers have found support for the gender bias in board memberships (Bilimoria and Piderit, 1994).

It is important to pay attention to this bias because it represents ‘the failure of corporate board leadership to recognize the competitive advantage represented in the systematic recruitment of women from the corporate sector’.

Alicia (2001)\textsuperscript{21} explains that not all women felt much pressure or tension when they reach a certain level. A number of the female executives at the SEO level had become modest in their ambition to move up to another decision-making level. Especially where these women had family responsibilities, they were quite content to remain at their current level, reluctant to seek further promotion and to compete aggressively. More than two-thirds of married women indicated that increased workloads conflicted with family needs: hence, further upward progression became less important to them.

In particular, these women enjoyed fixed hours of work and the time for family. Extrinsic rewards are not substantially different women will seek greater flexibility and less demanding jobs. Hence, the married women of the sample maybe resistant to the attempts to heighten their career identity and are more favorably disposed toward having occupational commitment for what they presently do.

The findings suggested that, although female public servants perceive themselves achieving a sense of mastery and competency in their jobs most had no clear career insight at the time that they graduated.

They viewed possessing feminine qualities as strengths rather than weaknesses. They treated civic office as a life-long career development project in which they enjoyed job stability. Therefore, career identity was seen as a function of natural progression through an incremental seniority system. The study found that career identity was enhanced by lateral mobility and a vocation of professionalism. For married women, career identity was seen principally in terms of being oriented towards one's family and marriage.

With regard to promotion opportunities, the progression to higher managerial levels at this stage of career was associated with internal attributions for job success and being prepared to move, rather than the "glass ceiling" effect. Nevertheless, career resilience is worsened by the introduction of the new administrative system with its emphasis on cost-effectiveness and competition.

As career resilience is the maintenance component of career motivation, further deterioration in career resilience will create a negative impact on career insight and career identity, and the overall career motivation will be invariably lower.

**Hassan (2001)** in their literary review state that spirituality in the American workplace has been receiving increasing attention in the popular literature in the past few years. It highlights a few steps towards resolving the definitional problems and advancing preliminary propositions on the relationship between spirituality and job behavior which improve job satisfaction.

**Gray (2002)** in their working paper examines four work practices used by Australian organization: Hours flexibility, Access to a telephone, permanent part-time employment and leave to care for the sick family member. These practices are accessed in the terms of the employees. The study concludes that access to and use of these family friendly work arrangements makes them work better.

**Appelbaum (2002)** examines career management, development and performance as proposed in the career management research by Noe, which was defined for studying individual career management.

They reviewed the organizational career management program and the outcomes of organizational development and performance and determine if there is a direct relationship between career management programs, performance and development. The study involved three different organizations in the IT sector.

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The results do not prove that the relationships exist. However, recommendations for future study involve performance as a precursor to career management and development. Recommendations for organizations include a review of career paths, development moves, retirement planning, and a research oriented human resources database.

**Brigitte Levy (2002)** in his paper highlights an important and under-discussed topic - the effect of globalization and competitiveness facing multinational corporations (MNCs) and the role that women can play in addressing these problems. With the increasing demand for scarce skills and the war for management talent, women executives can contribute to improving organizational performance. He addresses issues of barriers to the advancement of women executives and demonstrates that to become global leaders, MNCs must develop action-oriented programs to address gender and diversity issues and the work-life concerns of today's society.

**Whelan-Berry (2002)** in their paper reveals that social support at work can come from the organization at large, immediate supervisors, and also co-workers. When support is viewed in this manner, organizations address (or sometimes ignore) the issue of support through their policies, benefits, culture, and career paths to achieve a workable balance between work life and family life. Social support outside of work can come from an employee’s spouse or partner, parents, siblings, children, extended family, and friends. Husbands contribute in a variety of areas, including earnings and personal financial management (Kate, 1998).

**Ahuja (2002)** pointed that gender differences in IT careers appear to be affecting the competitiveness of companies globally. It is posited that given the current labor shortage in the IT industry, it has become more important than ever to reduce sources of leakage in the IT career paths of women.

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A model of barriers faced by women in the field of information technology is presented. Three distinct career stages: career choices, persistence and advancement are analyzed.

At each stage, the effects of social and structural factors which may act as barriers are identified and discussed. Social factors include social expectations, work-family conflict and informal networks, while the structural factors are occupational culture, lack of role models and mentors, demographic composition and institutional structures. A proposed research agenda is offered. It is suggested that these social and structural factors as well as their interactions will result in turnover of women in IT.

Reitman (2003) used a longitudinal sample of MBA graduates over 13 years and found the protean career path is more supportive for women, allowing women to more effectively blend work and family responsibilities.

The study found that on the protean career path women had achieved income and advancement equality, while women on the promised career path earned 20 percent less than men and only one-eighth had reached top management level.

Beverly kaye (2003) in his study points out that mentoring could be described as the facilitation of learning towards the long term goals. He has pronounced that ‘behind every successful person, there is one elementary truth: somewhere, somehow, someone cared about their growth and development, this person was a mentor’.

The study suggests that too many people ‘Informal mentoring is part of everyday life through friends, relatives, acquaintances and strangers, as helping as a common human experience’. Some of the benefits accruing to the employees include the productive use of knowledge, clarity of goals and roles, career success, promotion, higher income, career and job satisfaction.


The principal benefits to the organization include reduced turnover intentions, organizational commitment and well-groomed employees capable of stepping into the shoes of their superiors. Again, mentoring is basically an interpersonal relationship which could snowball into a network of good interactions that foster peace and harmony among the employees in an organization.

Woszczynski (2003) in his paper reviews the academic community's response through research and curriculum initiatives to the practitioner's requirements for a diverse IT workforce. The paper then highlights opportunities for future IT research by matching current academic research to organizational diversity issues, exposing the gaps and opportunities therein. This issue is important because the call for a diverse workforce has been heard for some time now with varying degrees of implementation. Diversity in the workforce has multiple dimensions, from diversity in perspectives to diversity in terms of ethnicity, age, gender and disabilities. It will be shown that little if any IT research has addressed IT recruitment and management for diversity although the effects of this diversity on team processes and performance can and will impact organizational outcomes.

Today's businesses often choose to locate near concentrated pools of talented workers, just as businesses of the past located their facilities near their main factors of production of natural resources. Studies show that a community that is socially, culturally and ethnically diverse positively correlates to the area's success in technology. In addition, governmental regulations have focused attention on the importance of a diverse workforce. Diversity in the information technology (IT) workforce has multiple dimensions, from diversity in perspectives to diversity in terms of ethnicity, age, gender and disabilities.

Little if any IT research has addressed IT recruitment and management for diversity and the effects of this diversity on team performance. The effect of diversity on IT team processes and performance can and will impact organizational outcomes.

While practitioners have to grapple with and balance the full spectrum of these issues on a daily basis, the academic community has focused on only some of the subsets of the IT diversity landscape. This paper reviews the academic community's response to the practitioner's requirements for a diverse IT workforce through research and curriculum initiatives. The paper then highlights opportunities for future IT research by matching current academic research to organizational diversity issues, exposing the gaps and opportunities therein.

**Brenda Lynn (2004)**\(^{31}\) purpose of this mixed-method research was to determine if gender inequality, the traditional perception of women, or other influential factors was the underlying cause for the marginalizing of women at the senior executive level in the information technology (IT) arena. Women were underrepresented in the IT profession at the top executive level nationwide.

Women of all professions accounted for less than 3% to 5% of top executive positions overall (Wells, 2001); in essence, female senior executives in IT accounted for 1% to 4% of the overall percentage nationwide. Findings showed that the traditional perception of women was the underlying source for the underrepresentation.

**Nelson Porter (2004)**\(^{32}\) in his study points out that Women Executives in the Information Technology Arena. Evidence from this study seems to conclude that age, power and politics, and globalization do not play a major role in affecting the advancement and decision-making abilities of female executives. Although tenure is mentioned on several occasions, no participant indicated that age hindered the growth or abilities of female executives. However, several participants stated that the buddy system continues to hinder women from progressing to the next level. The researcher concludes that some of these findings are consistent with the feminism framework because they support the knowledge claim that the culture of sexism has not been eliminated within the organizational setting; competition between men and women for the same occupations still exists (Dworkin, 1997).


\(^{32}\) Nelson-Porter, "Women Executives In The Information Technology Arena", A Dissertation in Organizational Leadership, University of Phoenix, August 2004.
Findings also reflect that some men use the buddy system (i.e., politics) to obtain senior level positions, and senior male executives hire and promote men because they feel more comfortable around men than women. It is also concluded that some of the findings contradict Dworkin’s (1997) declarations. Findings do not suggest that senior female executives “are in the workplace to stay” and senior male executives are presently engineering “massive and brutal social dislocations” to keep female executives powerless (Dworkin, 1997, p. 199).

However, findings do suggest that female executives demonstrate that they are not “fighting” to remain in the F500 and F1000 organizations; they are not applying for higher-level positions and leaving their present executive positions for personal reasons; for example, due to working long hours and.

These actions signify that some female executives are searching for opportunities so they can satisfy an individual need, such as family obligations, and not an organizational need. Many respondents reported that organizational politics exist. However, there are no examples provided indicating that male senior executives are purposely trying to hinder the advancement and Women Executives decision-making of female executives.

McDonald (2005) in their mixed-method study aims to determine the extent to which the career paths of senior managers conform to the traditional versus protean elements described in the careers literature and whether these paths vary by gender. Data were coded according to four major areas which characterize and distinguish between traditional and protean careers: development, orientation of the employee, definition of success, and organizational environment.

Results suggest that, contrary to much existing literature which proposes that all careers have been fundamentally altered, the traditional career which relies on length of service, geographic mobility and a steady climb up the corporate ladder is still the dominant in some firms. However, the trend towards protean careers is evident and is more pronounced for women than for men.

Taylor (2005)\textsuperscript{34} in his paper outlines the experiences of two executive women in developing an internal mentoring program. The experiences demonstrate that the mentoring relationship benefits not only the mentees but also the mentor.

The relationship between the gender and mentoring function is documented with conflicting findings. While some studies report discrepancy between the male and the female mentors (Ragins and Sundstrom, 1989; Ragins, 1997), others find no significant difference (Ragins and Sundstrom, 1989; Noe, 1989; Ragins and Cotton, 1999). These patterns of results do not provide a clear picture of the effects of mentor gender on mentoring functions, hence the need for more studies.

Gordon (2005)\textsuperscript{35} states that at mid-career women are usually in their midlife years, in a transition process, reflecting on and evaluating what has happened previously and what is likely to happen in the future. They refer to this situation as "recalibration": women no longer adjust to former attitudes and behaviors, but reset the frameworks and standards for their careers.

Hartung (2005)\textsuperscript{36} asserted that childhood is a vital stage in career development. The focus of recent research has been on adolescence, overlooking experiences of childhood in life-span vocational psychology. They called on investigators to "study the gestalt of vocational development through inquiry that links developmental periods rather than isolates them piecemeal according to specific age periods" and return attention to childhood influences on vocational development.

The review was organized across five dimensions: career exploration, career awareness, vocational expectations, vocational interests, and career maturity or adaptability. They examined each category from various perspectives including developmental progress, gender and self-role influences, race-ethnicity contextual factors, and psychological correlates.

\textsuperscript{34} Taylor, W. “A Mentoring Hand”, The Age, My Career Section, p.no: 11, Nov 2005.


Conclusions from the review included the following: grade school children have a preliminary understanding of the concepts of interest and abilities, and they may explore the working world and state career aspirations (career exploration); young children (ages 3 to 5) demonstrate basic knowledge about occupations and occupational status and have attitudes, often stereotyped, about appropriate occupations (career awareness); children are aware of racial and socioeconomic class barriers to occupations, vocational interest patterns begin in childhood with age-related increases toward realistic interests (vocational interests); and children move from fantasy-based to reality-based orientations in career decision making as they near adolescence (career maturity).

McMaster (2005) outlines the approach taken by IBM in relation to the workplace flexibility. The benefits have been assisting women into leadership roles and a high return rate after parental leave. It is necessary for the leaders to move towards the adoption of a more collaborative approach, which involves the sharing of responsibility and increased participation in decision making by the employees. This more collaborative approach will be dependent upon the employees placing trust in those for whom they work and then engaging in discretionary extra-role behavior outside of their legal and contractual obligations.

Venkataramani (2005) reports that women managers are better in open communication, use their influence rather than authority, have a tolerant nature, and are less bound by social traditions. The best example for the qualities mentioned above is Ranjana Kumar, Chairperson of the National bank for Agriculture and Rural Development. She was the Chair person and Managing Director of Indian Bank till November 2003. Her firm belief in the public sector, people skills, and attention towards customers helped her attain her goal. Meg Whitman, CEO of eBay is a good risk-taker, believes in herself and is a good strategist. According to Fortune magazine, she is the most powerful woman in American business. She has shown tremendous growth at eBay through her leadership qualities and increased its revenues from $5.7 mn to $3.2 bn in estimated 2004 revenues. Many companies in the United States are experiencing or are about to experience a shortage of top-level talent.


One of the contributors to this growing problem is the demographic makeup of the country: The raw number of management candidates is declining. Population estimates indicate a 15 percent drop will occur between 2000 and 2015 in the number of 35- to 44-year-olds - the group typically being groomed for senior management assignments.

Chalk (2005) asked 98 undergraduate women to rate feminine, masculine, and neutral jobs regarding what they expected, feared, or hoped the job to be (ideal). For women who selected a masculine occupation as their most feared job, the reasons given were job demands, competition, and doubts about success. Those who selected a feminine occupation feared the job's low status and disappointment from others.

Once students have secured employment, their success in the workplace may be dependent on strong emotional intelligence (EI). Liptak proposed that EI may be taught and could be incorporated into his Confluence Counseling Model, which he described. Career and life success is dependent on three sets of skills: career and job search, personal competence, and social competence skills. Liptak provided steps for career counselors to facilitate the development of the EI of their students.

Vigneswara Ilavarasan (2005) says that despite the growing literature on women in information technology (IT), gender discrimination within the employing organizations is inadequately studied. This paper fills the gap by testing four hypotheses that explore whether IT workplace is equal for women. The quantitative data was collected from two software organizations located in Bangalore, India. The study did not find any support for the delineated hypotheses and concluded the following: women software workers do not perform low skilled activities; they experience same as men on core job characteristics and group process; and work hours do not differ men and women. It is noted that structural constraints outside the IT organizations need to be removed to increase the women participation in IT.


Based on an empirical study conducted in India, this paper examines whether information technology (IT) workplace is equal for women. Despite the fact that the first software workers in the world are women (Kraft, 1977), participation of women is low in the global IT workforce (Losh, 2003; World Employment Report, 2001). For instance, in US, who has the biggest IT industry in the world, women constitute only 27% of computer/math scientists (Varma, 2003). The low participation of women in IT is being given serious consideration and is continuously investigated by the researchers.

One of the dominant reasons for low participation of women in IT is due to lack of availability of women candidates when compared to men, i.e., poor supply base. The IT industry absorbs people from both computer science and software engineering, and other science and engineering disciplines. Observations show that the number of women enrols and graduates from science and engineering streams is low when compared to men worldwide (ITAA, 2003; Varma, 2003). This low composition in the supply base results in lower recruitment, subsequently to low participation in the workforce.

Secondly, the prevailing notion that IT work involves long working hours and not conducive to family life (Freeman and Aspray, 1999; Kandaswamy, 2003; Wright and Jacobs, 1994) inhibits women to pursue career in IT.

Thirdly, observations show that glass ceiling exists in IT organizations and there is less number of women at higher hierarchy levels in the organizations. Women predominantly occupy the lower hierarchy levels that perform low skilled routine activities (Gaio, 1995). Also, there is lack of role models for young women aspirants to emulate in IT industry (Freeman and Aspray, 1999; Hornig, 1984 as cited by Katz et., 2003).

In the light of the above, it can be inferred that women are marginalized segment of the IT workforce. Although research provides some insights on lower enrolment of women in engineering, (see for instance, IEEE Technology and Society Magazine, 2003), it is difficult to know how women are marginalized within employing IT organizations.
The existing studies (for instance, Gaio, 1995), which conclude that women occupy lower occupational levels, depend on industry level data rather than firm level data. Thus there is a need for research on firm level place to understand the process by which women are marginalized. This paper fills the gap by using the data collected from two software organizations located in Bangalore (India).

Sujata Patnaik (2006)\(^{41}\) stated that, at the Second Women’s Conference on ‘Redefining the Role of the Woman’ held on March 7, 2005 in Mumbai, Shekhar Gupta, Editor in Chief, The Indian Express said, “Glass Ceiling applies to many categories. Media and banking are the two important sectors where the percentages of women employees are rising. Of the two, media, being a liberal and equal profession, sees a huge increase in woman employees. Glass ceiling exists in the corporate sector due to the glass ceiling in our families.” Then compared with other countries, the corporate sector in the US is much more open. As elsewhere, American women joined the workforce in occupations that were considered ‘women-oriented’, i.e., medicine, teaching and liberal arts.

Today, corporate America is marked by an increasing number of female professionals. According to the Employment Policy Foundation (EPF) “women now account for 46% of the total US workforce, and may outnumber the men by the year 2025”, according to EPF’s 2001 study, ‘Women Breaking Through Male-Dominated fields’. “Women are absolutely doing better in the workforce,” says Dan Lara, spokesman for the EPF. “Their participation has greatly increased.” The International Labor Organization (ILO) has prepared a report, ‘Breaking Through the Glass ceiling: Women in Management’ that took a look at the changing role of women in business and government in more than 70 countries, the obstacles to their career development, and steps to improve opportunities for women and promote gender equality.

Susan Vinnicombe (2006)\(^{42}\) investigated women’s corporate networks, and the reported benefits for the women and their employers. To gain insight into the motivation for these voluntary activities, by drawing on organisational citizenship theory.


The paper explores the issue using in-depth interviews with chairs and organisers of 12 women’s networks, and triangulated the data with an email survey resulting in 164 responses from network members in five companies.

The paper identifies how networks were set up and managed, as well as the benefits that accrue to the organisation, the leaders and the members. Key findings were the wealth of voluntarily contributed extra-role behaviours, and totally business-oriented view of the activities presented by network leaders. More senior women were more likely to report prosaically behaviours such as driving change and supporting others. Organisational citizenship theory provided a lens through which to draw insight into actors’ motivations for supporting corporate networking.

As lack of access to organizational networks is increasingly seen as a barrier for women to reach the top (Ragins et al., 1998; Catalyst and Opportunity Now, 2000), many companies are starting to support corporate networks for women. Vinnicombe and Colwill (1995) define networking as the banding together of like-minded people for the purposes of contact, friendship and support. They describe such activities as women's attempts to create for themselves the support generated for men by their informal same-sex grouping.

However, there is little research about the nature of corporate women’s networks, or the motivation of the women involved in organizing or using them. A key feature of women's corporate networks is that they are usually managed by and for women volunteers. Hence, women's involvement may be informed by theories related to organizational citizenship behavior (OCB).

The aim of this paper is to report on how 12 corporate networks were started in the UK, and explore the motivations of those involved, before considering whether OCB theory contributes a deeper understanding of those behaviors. Methodology, before revealing how the networks started, how they are managed, the activities undertaken, and the benefits derived. We discuss the findings in relation to OCB theory, and conclude with consideration of the contribution to knowledge, the limitations of the study, and suggestions for further research.
Welsh (2006)\textsuperscript{43} point out that the international business trip is perceived as having positive consequences, such as life style variety and education, variety and renovation, special lifestyle experiences, and personal career development.

Leanora Ruff (2006)\textsuperscript{44} in his study females who held membership in the American Business Women's Association was participated. He quantitatively investigated the relationship between unexpected midlife career separation (UMCS) and women's finances and life satisfaction to identify significant differences between women who retired and women who sought other sources of employment. Scholarship suggests that unfavorable elements of UMCS and inadequate planning influence adverse effects on women's finances and life satisfaction. The results of this study included the following: statistically, there is a relationship between UMCS and women's finances and life satisfaction; and statistically, there are significant.

Sujata (2006)\textsuperscript{45} reveals that the participation of women in UAE’s workforce has vastly improved in contrast to other countries. Like Saudi Arabia, though they get paid less. “Women’s participation in the UAE labor force leaped from 9.6% in 1986 to 22.4% in 2004, while in Saudi Arabia, opportunities for women are developing at a snail’s pace despite women holding more PhDs today than the men in the kingdom. Women’s salaries remain about 16% lower than that of the men’s and 47.3% of companies have no women directors.”

Dana Wilson-Kovacs (2006)\textsuperscript{46} in their analysis, wider portfolio of five testimonies collected from women managers working at “Computers Limited” headquarters in the UK - a leading, multinational information technology company, which is a large provider of IT products and related business and has more than one quarter million employees worldwide. Roughly 24 per cent of its employees are women, most situated in the lower ranks.


\textsuperscript{44} Leanora A. Ruff, “women in unexpected midlife career separations: Finances and life satisfaction, Capella University, 2006.


The company actively encourages diversity and inclusivity, a support visible in its flexible working scheme for women and an awareness programme to improve their career opportunities, retain them in the industry and recognize the contribution they make at all levels in the company. A coherent approach to improving women’s participation is its fast track scheme and consistent policies for recruitment, training, appraisal, and development.

In combination with a strong networking and mentoring system, this gives women access to information on planning career progression. Yet, despite such initiatives, women at computers limited find the culture ‘‘macho’’, aggressive, competitive, and hard to make it work to their own advantage.

**Patnaik (2006)** explains that two research organizations called Catalyst based in North America and The Conference Board based in Brussels, carried out a study entitled; ‘Women in Leadership: A European Business Imperative’ in 2002. What they found to be a major deterrent to women in corporate Europe was the prevalence of stereotypes, and preconceptions of women’s roles and abilities. They also noted other causes namely the lack of senior and successful female role models, the lack of significant general management or line experience, the commitment to family or personal responsibilities and lack of mentoring.

“One of the most surprising finding is how few regional and cultural difference emerge on these issues,” said Catalyst President Sheila Wellington. “Across borders and companies, executive women in European business are having many of the same experiences.” These results suggest there is value in having inclusion efforts across regions and countries. “The number of female entrepreneurs is growing, who accounted for 20% of China’s total entrepreneurs as of 2004.

Whether in state or private enterprises, there are women sitting as board chairwomen and general managers. In 63% of the enterprises run by these women, there are often more female employees than male.”

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Qinghai Huang (2006)\textsuperscript{48} states that existing career theories are largely based on a stable working environment and have focused excessively on men and single work roles. In the postindustrial era, however, women’s careers, characterized by the constant negotiation of multiple roles and more frequent job changes, have had implications on the changing nature of careers. The general purpose of this thesis is to increase knowledge about the process of career development of women. The focus is on two aspects: \textit{Life Career} (characterized by multiple role constellations over the life course) and \textit{Occupational Career} (characterized by different shapes of occupational movement over the life course). Three sets of questions addressed these two aspects of career: trajectory patterns, interrelationships, and antecedents and consequences. Career biographies covered ages 16 to 43.

Antecedents reflecting individual agency (e.g., life role value, aspiration, and early experiences) were investigated. The impact of family context on occupational choice was also examined. Among the consequences examined were midlife work wellness and stress, health, and wellbeing. Results showed that (1) Career patterns were highly diverse, including nine distinct life career patterns and ten occupational career patterns. (2) Occupational and life careers were significantly related, indicating that the paid work career is embedded in the overall life role structure throughout the life course. (3) Individual agency factors predicted life career. Occupational career was related to life career more than family context. (4) Occupational career did matter in work wellbeing.

In terms of stress, health, and wellbeing at midlife, there was little difference among life career patterns, but more significant differences among occupational career patterns. The thesis indicates career theory can benefit from taking multiple roles and career development into account. Implications for career counselling, social policy, and organizations are discussed.

Shannan West (2006)\textsuperscript{49} study explores the relationship between women’s empowerment and employment in India.

\textsuperscript{48} Qinghai Huang, "The Nature Of Women’s Career Development: Determinants And Consequences Of Career Patterns" Stockholm University, 2006.

\textsuperscript{49} Brooke Shannan West, “Does Employment Empower Women? An Analysis Of Employment And Women’s Empowerment In India”, Presented To The Faculty Of The Graduate School Of Cornell University, August 2006.
The current rhetoric of women’s “empowerment” in developing countries calls for greater participation and decision-making in the economic, political and social spheres. In the economic sphere, paid employment is seen as essential to women’s empowerment. Research on the relationship between employment and empowerment often focuses on access to employment opportunities and working conditions at the societal level, and on a woman’s control over resources and contribution to total family earnings in the household.

In Malhotra and Mather’s (1997) analysis of the impact of education and work in women’s decision-making in Sri Lanka, a combination of survey data, focus groups and life histories are used to test the relationship between employment and empowerment. They find that education and employment are important determinants of women’s decision-making in terms of finances, but not in terms of household decisions related to social or organization matters. They conclude that research on the links between education and employment and empowerment must include broader measures of education and empowerment and incorporate a greater breadth of social, household and life course factors relevant to gender and family relations.

This study uses Demographic Health Survey (DHS) data from India to empirically analyze the link between labor force participation and women’s empowerment at the individual level for ever-married women age 15-49. Employment is unpacked and includes occupation and a number of employment characteristics to demonstrate important differences in outcomes for women’s empowerment across various aspects of what “working” consists of. This study asks the question, when does employment empower women and when does it not, and in what ways?

In this study empowerment is measured across four indicators: decision-making, freedom of movement, control over resources and views on violence against women. Ordered logit models are used to first assess the relationship between employment status and women’s empowerment across the four empowerment indicators, and then to look at the association between various occupational classifications and empowerment. Subsequent models measure the relationship between employment and empowerment by looking at the interaction between occupation and who the respondent works for and then, in the fourth model specification, including women’s contribution to total family income.
The results of this study suggest that working is important to empowerment and that women who work have a greater likelihood of higher empowerment than those women that do not, but that the strength of the relationship varies by empowerment indicator. The findings of this analysis also reveal that women in certain occupations have a greater likelihood for empowerment and that various employment characteristics are associated with some of the indicators of empowerment. The author concludes that looking deeper into the employment experience and considering a broader range of empowerment indicators is important to developing a better understanding of the complex relationship between employment and empowerment.

Denise Horner Mitnick (2006) describes the impact of women entering the workforce after 1970 on work/life balance issues. Women entering the workforce after 1970 held a different perspective from their predecessors: they believed they could develop a career as robust as their male counterparts while sustaining active engagement in personal life. This perspective created a paradigm shift in organizations, which had previously precluded the family as a stakeholder. The business environment from the 1960’s to 2006 were discussed by reviewing several well established business theories.

Empirical data has been presented supporting my thesis, interspersed with collateral material in the form of anecdotes, which demonstrate the efforts of this new generation of working women to build a successful work/life balance model. Often, these women were motivated solely by their anger at a dysfunctional system and resistant stakeholders, which compromised their success by seeing the world through a linear lens rather than as a dynamic reality. This thesis was written for women who participated in an experiment in change and, hopefully offers a cathartic evaluation of the inextricable link of work and family. Prior to the 1950’s women were predominately employed as factory, farm or shop workers. The few women who had access to higher education were at the mercy of their fathers’ or husbands’ attitudes regarding women and work.

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The developing knowledge industry created a more level playing field for female workers, with brain power being the requisite skill, rather than endurance or brute strength. Universities, having long been the feeder of talent to corporate America, opened their doors to all eager learners after World War II, when the need for students who would eventually provide a labor pool for the financial, insurance, real estate and related service businesses (otherwise known as the knowledge based industries) escalated dramatically. Social factors, such as the change in the age of majority, access to reliable birth control and a higher percentage of educated women in the population, added to the trend of more women in the workplace.

By the early 1970’s, women were entering the workplace at an average rate of 1,000,000 annually. As women became working mothers, they were expected to continue on a career path, as well as manage the primary care of children and extended family. As a result, the family became an organizational stakeholder. This powerful social trend became the beginning of the work/life balance paradigm shift. The dynamic elements of organizational life and family life create an ideal scenario for a systems management approach as a problem solving tool. Inherent in this approach is an interactive planning scenario which includes crucial conversations and a deep understanding by all the stakeholders of the importance of any change plan.

The tipping point of the paradigm shift in the work/life balance model was caused by the number of women in the workforce and the resultant demands of the “families”. The change in the paradigm itself occurred when organizations responded interactively with their stakeholders to dissolve problems which had been caused by rigid, inflexible policies, plans and practices. The transition, which is the result of a collective psychological inculcation of the value of the paradigm change, is unique to each organizational culture. The effectiveness of the life/work balance transition lies in the ability of each organizational culture to fully adapt to a model in motion – evolving and dynamic - like its environment.

The paradigm for work-life balance can only be effective if it is universal rather than prescriptive. For example, a middle-manager working mother with an infant and a toddler has different requirements for success in the workplace than does a single parent executive-level leader with two adolescents.
The inherent nature of family life is ever changing. The result of bringing this stakeholder into organizational life is a more organization, and therefore the need for an adaptive model for change.

**Catherine Chovwen (2007)**\(^{51}\) aims to examine the barriers to female executives’ experience in terms of perceived acceptance, growth and job satisfaction in male occupations in Nigeria. The findings indicated that subtle discrimination expressed in form of exclusion and perception women as incompetent signified lack of lack of acceptance, perceived lack of job satisfaction was influenced by low self confidence and lack of support. Personal and organizational factors negatively influenced career growth.

On one hand, it was argued that females are responsible for the disparity observed in career growth between males and females. This is because most females allow personal and family responsibilities to distract them thereby hindering progress along their career paths. For example, it was reported that: Some women would sometimes not do certain things such as being relocated because of family ties and obligations.

**Stevens (2007)**\(^{52}\) in their study, personality traits were examined in relation to job satisfaction and career satisfaction for 1059 information technology (IT) professionals. As hypothesized, eight traits were significantly related to both job and career satisfaction: Assertiveness, Emotional Resilience, Extraversion, Openness, Teamwork Disposition, Customer Service Orientation, Optimism, and Work Drive.

Regression analyses indicated that sets of three and four traits accounted for 17 and 25%, respectively, of job and career satisfaction variance. As expected, career satisfaction correlations were of generally higher magnitude than corresponding job satisfaction correlations.


Extraversion and Teamwork Disposition were related to job and career satisfaction contravenes job descriptions and career planning advice, suggesting that independent introverts are better suited for IT work. Given that adult personality is antecedent to work experiences, it was suggested that future research proposing to show the effects of work-related factors such as pay and challenge on job or career satisfaction should first control for personality traits.

Sherry Sullivan (2007) examines how gender differences impact the enactment of careers. An additional goal is to examine whether, as suggested by recent conceptualizations, careers are indeed becoming more boundary less.

Two major patterns were found that describe the careers of professionals in the contemporary workplace. One pattern is called the alpha career pattern: over the life span, people with this pattern first focus on challenge, then authenticity, and then balance. The second pattern is called the beta career pattern:

Over the life span, people with this pattern first focus on challenge, then balance, and then authenticity. This paper addresses the numerous calls for the development of a model to explain the complexities of women’s careers as well as to recognize gender differences in career enactment.

It was found that, in general, men followed the alpha career pattern while women followed the beta career pattern. However, a limited number of women had career experiences that were more consistent with the alpha career pattern more closely aligned with men while some younger men consciously developed more family-driven beta patterns.

David (2007) in his study aims to examine the impact of the mentor’s gender on perceived mentoring functions in the Nigerian work environment.

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The finding that mentor gender did not play a significant role in the career development functions replicates the results of some studies (Ragins and Cotton, 1999; Scandura and Viator, 1994).

The gradual shift to a gender-integrated leadership structure in Nigeria is germane to the discussion of this finding. In Nigeria, females have a growing interest in the managerial and leadership positions (Adebayo and Udegbe, 2004) and their number in the health sector has grown over the years as justified by the samples for this study. Recent developments in Nigeria show that women in leadership positions seem to have accumulated enough influence along the ladder to be integrated into the social network of men and turn things around.

Besides, the ongoing government reforms in the public and private sectors have created a culture of cooperation between the male and the female employees. This could create the needed power and influence to provide career development functions. The practical implication of this is that problems of mentor’s gender in career development functions may not necessarily generalize to every organizational setting. Other factors besides gender may therefore be more crucial.

Quesenberry (2007) says that despite the shortage of information technology (IT) professionals and the benefits of diversity in the global economy, women are largely underrepresented in the IT workforce. Prior research on gender stratification demonstrates that this under representation is a reflection of organizational and social structures, rather than essentialist generalizations about gender group characteristics. As a result, it is necessary to understand the characteristics of the IT workforce, and in particular, the opportunities and constraints that influence career choice and retention of IT professionals. Therefore, this research empirically investigated individual career anchors (or self-perceived values and career motives) and how these factors relate to career satisfaction and turnover intentions among women in the American IT workforce.

This research employed an interpretive epistemological approach comprised of a preliminary methodological phase and an empirical methodological phase. The purpose of the preliminary phase was to identify initial themes through an in-depth literature survey and a qualitative analysis of an existing dataset. In this phase, emergent themes about career anchor manifestation, career anchor clusters and temporal characteristics about career anchors were identified. The purpose of the empirical phase, which served as the primary component of the research, was to further analyze and refine the themes identified in the previous phase through a quantitative investigation. In this phase, a career values and motivations questionnaire was developed and administered on-line with 210 women employed at four organizations in the American IT workforce.

The research resulted in several findings. It was found that demographic characteristics do not have a relationship with career anchor alignment, whereas life experiences have a mixed relationship with career anchor alignment. Clear evidence of career anchor clusters was found. A factor analysis identified three career anchor clusters: organizational autonomy and entrepreneurship, problem solving competitiveness, and balancing career and personal life. In addition, evidence was found that career anchors change over time. The entrepreneurship or creativity career anchor was found to change the most, whereas managerial competence was found to change the least. Finally, high levels of career satisfaction and low levels of turnover intention were reported by the women included in the research. These two factors are inversely related and also appear to be correlated with a women’s identification with her job and profession.

This research advances a variety of efforts in both academic and industry discourses. First, the literature survey represents significant efforts to characterize the discourses of organizational behavior and gender and IT research. Second, the mixed method research enabled the analysis of multiple sources of data, which added to the body of empirical research on organizational behavior, and the values and motivations of women in the IT workforce. In addition, this research contributed to Trauth’s theoretical foundation of the individual differences theory of gender and IT through the investigation of career anchor variations among women. Finally, the discussion and conclusions inform recommendations and interventions developed in order to address the under representation of women in the IT workforce.
Ramani (2008) in their study conclude that the transition from an individual contributor's role to that of a leader is generally considered to be a critical and challenging milestone in one's career. The role becomes tougher when the leader has the added responsibility of motivating and retaining talent. It is often said that the employees leave their bosses and not the organizations. Research shows that the managers and the supervisors have a huge impact on retention and the relationship an employee has with his or her direct supervisor can, at times, be the deciding factor on whether to stay or leave. The organizations which are sensitive to the needs of their employees, often take into consideration, whether sufficient support systems are in place and if the behavioral expectations are well-defined to help the managers and supervisors to succeed in motivating and retaining the talent.

Bonnie Hagemann (2008) reveals that in December of 2007, SHRM joined with WSJ.com/Careers and conducted a survey focusing on Employee Skills. They surveyed 407 human resource professionals and 334 employees in order to measure how effective current retention strategies were seen through their eyes. It is important for employers to understand and have a complete grasp of the skills and competencies their employees lack and then design and implement a strategy of providing skills training and professional career development programs. In an executive summary report on the 2007 SHRM Symposium on the Workforce Readiness, it was stated that; “Employers have not clearly stated the skills and capabilities they desire, and the Educational system is not producing the quantity and quality of graduates needed.” Companies can determine skill gaps through informal observation through management and formal performance evaluations. By offering career development programs, companies can provide a quick solution to the skills shortage.

Shruti Murthy (2008) discusses in our country, especially where the cultural values matter, more flexibility is provided to the women workforce, which has given rise to the population of the female employees in the company.


The female employee population which was 13% in 2004 has gone up to 21% by 2007, according to the latest data available with Computer Science Corporation (CSC) Associate Director (HR) Anuj Kumar. In addition, CSC has hoisted its own exclusive website for the women employees called “Planet W” which acts as a discussion forum for exchange of ideas and tips on different issues with regard to working women.

Hagemann (2008) highlights that in 2002, Lockheed Martin Missiles and Fire Control (LMMFC), located in Dallas, Texas, US, implemented a Career Assessment and Planning Center (CAP Center) as one solution to the competitive labor market it was facing and continues to face today. The purpose of the CAP Center (now simply called Career Center) was to help LMMFC attract and retain talent.

Initially, the primary goals of the CAP Center were to assist high potential employees in identifying and developing their career needs and retain those high potential employees and technical staff whose level of job satisfaction had decreased and/or were at risk of leaving the company altogether. When employees see that their management is concerned with their career development, it brings encouragement to the employees. And they are more prone to remain with the company.

From its inception to 2002, the CAP Centre has helped over 435 clients in their career development. When a survey was conducted, the results showed that 85% of participants’ job satisfaction level had increased and their dissatisfaction level had decreased.

Bindu Sridhar (2008) stated about the evaluation of psychologist Nikos Bozionelos on the relationship between the ‘Big Five’ personality factors and career success both extrinsic and intrinsic. (Extrinsic success is defined by factors such as remuneration, ascendancy, job level and employability, while intrinsic success is defined by feelings of self-worth, job, life and career satisfaction.)


60 Bindu Sridhar, The Hindu, September 17, 2008.
Three of the Big Five traits, conscientiousness, neuroticism and extroversion are believed to consistently relate to an individual’s ability to perform and succeed. Conscientiousness and extroversion have a positive correlation with performance with success (particularly extrinsic success) while neuroticism and agreeableness are believed to have a negative correlation.

People who open themselves to new experiences often consider themselves successful, they are more confident and better satisfied with their work, life and career situations when compared to people who stick to a narrow, closed, career path, making openness a major factor in influencing intrinsic success.

Bonnie (2008) pointed out that in 2005, EDA conducted a survey to determine how those termed as “role model” leaders identified and developed their key talent. They interviewed 16 companies and 20 senior executives. Their focus was on high potential executives who possessed the qualities of filling positions of top management in the near future and emerging leaders who were currently filling positions lower in the organization but had the potential of reaching executive level positions.

The preliminary study of this survey was published in the 2007 Pfeiffer Leadership annual and Fast Company. Again in 2007, EDA conducted a follow-up study in order to verify and expand the previous survey findings by offering it to a significantly larger population.

From this survey EDA wanted to gain insight, best practices, and establish effective and attainable ways of selecting and developing high potential employees in organizations across multiple industries. The data compiled unearthed that, “Women obtained 5.1% of executive management positions in the 500 of the largest US companies in 1999, compared with 2.4% in 1996. The most recent available data from various surveys for other countries showed that the percentage of executive management positions held by women is as low as 1.3% in Australia (1999), 4.7% in France(1997), 3% in Germany (1995), 3% in Brazil (1991), and 3.6% in the UK(1998).”

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Huiping Xian (2008)\textsuperscript{62} in his paper seeks to examine the career experiences of seven women who have developed successful careers in the Chinese information technology (IT) industry, focusing on the way they managed their careers and the implications they had for women’s career theory in China. Findings demonstrated convergence between western career theory and the situation of these successful Chinese women in IT, especially in family/career role management. Nevertheless, the paper argues that deeply embedded values in China encourage a rejection of planning and pro-activity in women’s career management resulting in a lack of applicability of western theory.

McCarthy (2008)\textsuperscript{63} aims to explore how mid-career professional mothers perceive themselves in relation to their work and family roles. Also how they experience these roles, how they merge their work, family and individual self, and what meaning they make of this integration. The study reports that a complex relationship of work-related dynamics and personal factors shaped the meaning for these women amid competing priorities of work, family and individual lives. Organization and co-ordination of multiple activities with support from various sources was fundamental to finding balance. A deep sense of motherhood was evident in that their children were their number one priority but career was of high importance as they sought stimulation, challenges, achievement and enrichment in their work. Now, in mid-career transition, the respondents seek more self-care time in an effort to find new meaning in the work, family and self equation.

Haiyan (2008)\textsuperscript{64} The United Arab Emirates (UAE) began hosting the “Women as Global Leaders” conference in 2005 to encourage the leadership development of women throughout the world who will be leaders in their families, their countries, and their region.


\textsuperscript{64} Haiyan, “Women in the Workforce - Evidence of the rise of women joining the workforce from around the world and strategies for home and work balance”, HRM Review, p.no: 15, September 2008.
In the UAE, “Women make up about 70% of the college and university population, and their participation in the workforce has multiplied six-fold since the 1970s (about 25% currently). Emirates continue to place a strong emphasis on traditional family and home values, but the government actively encourages women to enter the workforce as well” (conference website).

2000 – Beyond: Greater number of women in senior roles. Glass ceiling forces many women to leave the workforce (In 2005, women in American were paid 77 cents for every dollar that a male received for the same job).

Hiillos (2008) highlights women at mid-career. It can well be argued that this particular career phase signals a special need for career counseling. They conclude that mid-career women managers can be expected to benefit from counseling that pays particular attention to their long work experience and their willingness to make new career moves, renders visible their previous career, and contributes to their own understanding of their strengths, values, and motivation in their search for more meaning into their careers - and into life in general. Accordingly, many of the participants in this study had a need for career counseling.

This approach offers the perspective of an individual, not that of an organization. With the autobiographical approach, it is not possible to address issues of women's career development in relation to organizational contexts, including organizational structures or cultures. For example, organizational cultures can be powerful in dictating what types of career are acceptable in a particular organizational context. Nevertheless, if this approach succeeds in providing an individual woman manager with tools of narration that help her to become more aware of her constructions of career, alternative opportunities and future possibilities.

We think, we have increased the potential for possible positive career development and change. This may lead to a situation where the individual managers themselves start demanding changes in relation to, say, traditional hierarchical career patterns.

65Anna-Maija Lamsa; Hiillos, Minna, “Career counseling for women managers at mid-career: Developing an autobiographical approach” Gender in Management 23. 6, p.no: 395-408, 2008.
Divya Nigam (2008)\textsuperscript{66} states that several researches undertaken on the issue of gender discrimination. In the global professional world distinctly identifies the disparity and difficulties faced by women executives in establishing themselves on par with men employees and have zeroes in on the similar result.

Elizabeth Walker (2008)\textsuperscript{67} in their paper seeks to explore self-employment through home-based business ownership as a potential solution to the inter-role conflict experienced by women attempting to balance dual work and family roles. Data were collected on operator and business characteristics, and specific home-based business issues (e.g. reasons for preferring a home-base, management and planning, growth facilitators and barriers). Four-way comparisons investigating the dynamics of home-based business ownership between male and female operators and operators with and without dependants were made. The attraction of home-based business ownership is driven predominantly by the flexibility afforded to lifestyle and the ability to balance work and family.

This paper contributes empirical findings regarding home-based businesses which, as a distinct form of small business and self-employment alternative, still remain very much under-researched. The paper also addresses the issue of home-based businesses being emancipator vehicles for women juggling to manage work and family, and provides findings which question this increasingly populist notion.

Richa Awasthy (2009)\textsuperscript{68} says that the poor Work Life Balance results in the range of physical and psychological strains in an individual with attendant consequences for organization in terms of low productivity, poor quality, low employee retention and weak employment engagements. Individual drivers are the major factors of Work-Life Balance for people.


Jain (2009)\(^{69}\) rightly mentioned that most workers juggle their personal and work-life every single day between children and work, and between other family and community responsibilities.

Fang Lee Cooke (2009)\(^{70}\) while studying the Work Life Balance in China, have found that despite the fact that the one-child policy has led to the reduction of child care work for married couples, child care and elderly care responsibilities continue to fall upon women disproportionately in spite of the fact that most of them work full time.

As a result of this, women employees are more likely to be affected by Work Life Conflict than men. Since the majority of Chinese women work throughout their life, their Work Life Conflict tends to be the highest when they are between 30-35 years of age.

Huang (2009)\(^{71}\) highlights that challenge of meeting the demand for information technology (IT) workers. It is addressed by examining three important organizational factors that affect women's retention in the IT field. Much of the research on gender and IT assumes a unilateral effect: all organizational factors all women in the same ways. The individual differences theory of gender and IT enabled us to examine variation in organizational influences on women through analysis of transcripts from in-depth interviews from 92 women in the IT workforce in the U.S.A. The results show that three organizational factors: work-life balance, organizational climate and mentoring – affect the women’s career development in a range of ways. Interventions can be developed using three workplace factors. The individual identity construct revealed the ways in which a women’s demographic and professional characteristics affect her career choices.


The individual influences construct focused attention on the ways differences in personality, abilities and influential people shape one’s career. Finally, the environmental influences construct characterized contextual influences on women’s participation in the IT profession. Findings show that retention of women must be flexible enough to respond to the variation that exists among women and within IT workplace.

Saleema (2010) address the research gap on Lebanese female managers and to examine female managers' perceptions of their organizations in relation to women's career progression. The results reveal that female managers perceive their career progression to be affected by organizational culture, practices, and networks, while mentoring and tokenism were shown to be less critical.

Dimovski (2010) presents an overview of glass-ceiling type barriers in organizations based on perceptions of a sample of Singaporean and Malaysian women managers. Previous studies indicated the existence of a glass ceiling in organizations and presented strategic recommendations with regard to what corporations could do to remove or reduce the glass ceiling. This study investigates how women in middle management perceive their career advancement opportunities and what they consider their organizations to be doing to support their advancement.

Glass ceiling and informal structures in the organizations will be analyzed from the aspects of corporate climate, corporate practices, and corporate culture. The findings show that women middle managers in both Singaporean and Malaysian organizations face a glass ceiling in their working environment which, for example, inhibits the promotion of female managers, and entails a barrier to the career development opportunities of women and entails that women do not have enough organizational support, including networking, mentoring, and family friendly initiatives.


Zaiton (2010) aims to advance the understanding of both directions of work family conflict (WFC), work interference with family (WIF) and family interference with work (FIW) in an Eastern culture. Findings are compared with those of 14 other Western studies and the relationships among WIF, FIW and job, family, community and life satisfaction are explored. This study is conducted in Malaysia. Data are obtained from 506 employees in three public and three private sector organizations.

Results show that similar to Western studies, WIF scores are higher than FIW scores. Malaysians are significantly lower on WIF than Westerners. Nevertheless, Malaysians score significantly higher on FIW than all Western samples.

Within the Malaysian sample, FIW also has a stronger negative relationship with all facets of satisfaction and WIF has a positive relationship with family satisfaction. Organizations can assist in minimizing WIF and FIW by providing family-friendly policies and parenting related programmes. The importance of family in an individual’s life in Eastern cultures is different than in Western cultures. Therefore multi-national companies operating in Eastern settings would be well-advised to take cultural aspects such as collectivism into consideration.

Stacey Porter (2010) took a sample of 243 women from a Midwestern healthcare organization and found that the work-to-family interference (WIF) was positively related to intentions to quit. Significant relationships were found among work flexibility, WIF, and intention to quit. This relationship was supported, allowing us to conclude that employees who perceive personal control and autonomy in their work environment (as defined by how, when and where they work) will report lower levels of WIF and intentions to quit. High turnover can have direct consequences for companies with regard to recruiting, training time and costs, excess burden on remaining employees, and operation interruption (Maertz and Campion, 1998).

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Current estimates for replacing one employee vary widely, although numerous sources estimate that it costs 30–200% of an employee’s annual compensation (O’Connell and Kung, 2007).

Although employees leave for a variety of reasons, one of the most common is work dissatisfaction and stress (e.g. Hom and Kinicki, 2001). One of the key stressors for workers is balancing their work and family responsibilities (Boyar, Maertz, Pearson and Keough, 2003). With more professional women in the workforce than ever before, balancing the demands of a career and family becomes difficult.

Although past research has not found gender differences in why men and women choose to leave an organization, the burden of balancing work and family demands may impact women’s’ experiences within an organization (McElwain, Korabik and Rosin, 2005).

Work-family conflict is a preoccupation for women because they typically assume the majority of childrearing duties, thus the participation in flexible or family friendly policies may differ across genders (Rosin and Korabik, 2002). Men are more likely to make sacrifices in the family domain to accommodate work demands, while women are more likely to make sacrifices in the work domain to accommodate family demands (Aryee, Luk and Stone, 1998). In recent years, organizations have offered alternative work schedules to help workers balance their work and home responsibilities.

**Zeb Jan (2010)** study is focused on identifying the facilitating role of the learning organizations in the process of individuals’ careers development. The research has undertaken the study of the part of the process of Organizational Development, where capacity development in terms of Career Development of the staff is carried out to enhance the capabilities of the organization. The study establishes the fact that if the objectives of the two processes are merged together then a synergetic effect is created which enhances the pace of both the process.

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The theoretical framework of this study has taken career development as dependent variable, Organizational Development strategies is the Independent Variable. This study analyzes the reliance of the introduction of knowledge sharing strategy of OD on the individual capacity development. The main construct of this study is to see the significance of the correlation between the processes of career development and Organizational Development.

The theoretical framework has been studied in two different context i.e the learning organizations’ and the conventional organization and a comparative analysis of the two have been carried out establishing certain results. Keeping in view the qualitative nature of the study, three different tools have been employed by this study including Participant Observation, Questionnaire and Structured interviews.

The conclusion of the study indicated that the Learning Organizations context is more supportive to the process of career development as compared to the Conventional context. It was also concluded that the management of both the organizations are undoubtedly clear about the positive contribution of the capacity development process to organization’s benefit but the role performed by the management in these two different context is different from each other. The recommendations of this study include a model for integrating HR activities of the organization with the career development process.

Gunavathy (2011) pointed out the increasing prevalence of work-life conflicts and increasing concern about work-life issues in the corporate arena present both a challenge and opportunity for Human Resource (HR) professionals. Work-life conflicts affect employee well-being in a myriad. The implementation of work-life programs has both individual and organizational benefits. Effective work-life programs facilitate a symbiotic relationship between the employee and employer for mutual benefits. Employees who are better able to balance the demands on their time are more satisfied and content. In turn they are able to perform better.

Such provisions also aid in employer branding and are emerging as retention factors. Thus it is an instrument for competitive advantage. It definitely pays to invest in people, and conditions like economic slowdown should not be a deterrent factor when it comes to rolling out practical work-life balance interventions. Innovative, robust and cost-effective options will prove to be sustainable options in the long run.

**Ming-Dao (2010)** states about spirituality. That in recent years, spirituality in the workplace is gradually valued, as many leaders regard spirituality as a meaningful solution. Thus, scholars endeavor to construct a holistic framework to help leaders recognize complicated spiritual developments in the workplace. Although there has been a past lack of studies on workplace spirituality, according to literature reviews, this study recognizes scholars’ common consensus: workplace spirituality is abstract; however, it could still be measured as workplace spirituality involves cause-and-effect factors, including those of individuals, families, organizations, and societies.

Western literature emphasizes the functions of workplace spirituality or organizations. However, Confucian, Tao, and Buddhism cultures of China are based on individual training, which is then expanded, as suggested by the Confucian school of, “cultivating oneself, putting family in order, governing the state, and making the whole kingdom stable”. With regard to personal training, most of the participants suggested that they could improve their inner self through training, meditation, and reflection.

In other words, because of the influence of life philosophy, individuals may be differently affected by workplace spirituality. For instance, “your life philosophy allows you to face your workplace. There are interactions, however, life philosophy is more significant, and with this life view, you will display different behaviors in the workplace.” With regard to organizational management, there are various opinions. Some participants suggest that organizations should allow its members to freely develop, as suggested in the Tao culture. However, the majority of the employees suggested a preference for positive guidance from the organization.

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In other words, they indicated that organizations should be involved and offer guidance to the employees’ spiritual development, without consideration of organizational profits.

Verma (2011)\textsuperscript{79} stated that work-life balance has become the most challenging task before working women irrespective of their social status. The work life can always be affected by improper emotional support from family front especially in case of married women employees who have children and dependent elders at home. The objectives focused on exploring the factors crucial for emotional support required for work and life balance and thereafter suggesting a conceptual framework for achieving work balance by emotional support.

Mujtaba (2011)\textsuperscript{80} outlines that women make up around fifty percent of the workplace in most large firms, especially in developing economies. Afghan and Indian women are in professional and management ranks of most industries. This study focused on the technical, human, and conceptual skills of women from Afghanistan and India to see if cultural differences and socialization in different political, economical, educational, and social systems can be a significant influencing factor. The researchers attempted to address whether Afghan and Indian women have similar or different orientations in management skills.

The results of 202 respondents show that these two groups have significantly different management and leadership skills. Indian women scored extremely high on technical skills and Afghan women scored high on conceptual skills. Implications for researchers, managers, and human resource professionals are presented.

There has been a paradigm shift where women are encouraged to go out and work. In Afghanistan, both men and women work inside and outside of their home to help support their family.


“Contrary to popular views in the west, many Afghan men oppose traditional ideologies of male superiority and dominance” (Rostami-Povey, 2007, p. 297). Women in India are also becoming more accepted in the workforce due to economic reforms. The changes in the global economy have introduced new gender roles that have made organizations more diverse and full of managers with different managerial skills and propensities.

Yuh-Shy (2011) highlights that globalization is the growing worldwide trend today for economies to become borderless and interlink. Companies are no longer limited to domestic boundaries and now conduct any business activity around the world. (Cullen and Parboteeah, 2008).

Because of the demand to leave office and family, these travelers need to negotiate with spouses to maintain family responsibility and connections with their children. These issues can cause personal stress and strain and conflict between work and family needs. It is difficult to satisfy both roles and have the right balance, so these business stresses need more classification and attention. The business trip not only produces personal stress, even health issues, but also losses and gains in individual career developing.

Manjcha Kulkarni (2012) states that most of the companies primarily groom men for top jobs. The result is that women are still not present in fair number on managerial board of the companies. Women who are at the top management are aspiring to reach 'GLASS CEILING' (a stage at which advancement within the hierarchy of the organization is limited). Indian companies seriously lack women in senior management role, as said by HR consultants. HR experts say women executives in India earn 40% less than what men earn over their entire career. There was a time when women were perceived as only 'Home- Makers', but with the changing movement into the 21st century, it is becoming crystal clear that for an organization they can be 'Fortune- Makers' too. In the journey from, HOME-MAKER to CORPORATE-MAKER they have overcome various barriers.

During the past decade, the environment of multinational corporate has been quite volatile with numerous changes in their operating arena. A number of women executive leaders have been recognized for their contributions to organizational set up.

Shahedul (2012)\(^{83}\) says that the United Kingdom currently ranks at the bottom of the list compared to other high income countries with it's percentages of female entrepreneurs. Because of this it loses out on valuable turnover and employment. The overall conclusion on the matter is that there is an overwhelming fear of failure by UK women. To counter this significant resources have been put in the market to encourage women to start their own companies. However all these resources focus on the first, six to eighteen months of start up and do not offer information on the resources needed to grow and sustain businesses. By introducing women with ways to be successful entrepreneur in the United Kingdom, this paper can provide them with the confidence they need to start, grow, and sustain a new venture.

Nagapriya (2012)\(^{84}\) in her study highlighted the necessity of adopting Work-Life Balance (WLB) policies for teachers teaching at different levels. The paper examines different elements of WLB, especially with reference to government and private institution teachers. Based on the empirical evidence, the study proposes that there is a necessity of adopting WLB policies for teachers. The data for the study was collected from 100 teachers working for government and private schools, colleges, universities and professional courses.

The findings of the study indicate that there is a need for designing WLB policies and programs for the teaching community to enable them to balance their work and life needs. Through this study, an attempt has also been made to identify different personal motives and its priority among different demographic groups which could become the basis for designing WLB policies for teachers.

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Ashwini (2012)\textsuperscript{85} study deals with the issue of balancing work and personal life among IT professionals. Studies suggest that stress levels amongst IT professionals are high because of long working hours and forgone holidays, leading to imbalances in work and personal life. Work-life balance is a matter of concern for both the employees and the employers.

It concerns the employees in terms of their stress level and its resultant outcomes in terms of ill-health (both physical and mental), and it concerns the employers, as the ill-health of their employees translates into reduced productivity and increased absenteeism. Technological advancement and competition has only compounded this issue of work-life imbalance. The first part of the study focuses on establishing the psychometric properties of the scale that has been used for measuring work-life balance in this particular study. The factor structure and the reliability of the scale are discussed. The second part of the study examines the issue of work-life balance from various demographic perspectives. The findings indicate that the perception of work-life balance does not vary significantly across different demographic profiles.

Nayeem (2012)\textsuperscript{86} study was based on the evolving patterns of work and personal aspects of life offer greater challenges to the modern workforce. Many organizations and employees seek approaches to better manage the conflict and tensions between work and non-work activities. Among other occupations, teaching is reported to have positive and negative experiences about work-life. This paper examines the relationship of Job satisfaction with Work-Life Balance (WLB), turnover intentions and burnout levels of teachers. The paper provides empirical evidence to prove the relationship and ascertains the predictors of Job satisfaction among the technical teachers. One of the key findings of this paper is that WLB is a major contributor toward Job satisfaction and male teachers feel more burnout compared to female teachers.


2.2 CONCLUSION

It is obvious to note that many studies have been conducted in the field of career development and life changes of women executives by various researchers. But none of these studies covered the impact of career development on life changes of women executives in IT field. Hence, this was identified as the research gap. In order to fulfill this research gap, the researcher has chosen this topic as her research work. Hence this study was conducted entitled "Impact of career development on life changes of women executives in IT industry".